

CMC Competency Profile – Overview

Criteria

The CMC Competency framework covers nine areas:

- helping clients **assess** their business situation, challenges and opportunities
- helping clients to **develop strategies** for improvement
- helping clients **implement** a recommendation
- **conducting** a consulting assignment
- demonstrating **interpersonal** competencies
- demonstrating **personal** competencies
- demonstrating ethical behaviour
- demonstrating **functional** competence
- demonstrating management breadth

Within each of these nine areas, we look at several aspects.

- A. *Helping clients assess their business situation, challenges and opportunities***
- examines client's environment by conducting a scan using SWOT, STEEP or other techniques
 - recognizes issues regarding the functional management areas of strategy, finance, human resources, operations, IT, and marketing
 - diagnoses the situation
 - conveys findings and conclusions
- B. *Helping clients to develop strategies for improvement***
- clarifies client objectives
 - generates possible solutions
 - assesses solutions and their impacts
- C. *Helping clients implement a recommendation***
- develops an action plan
 - secures resources
 - coordinates project and activities
 - builds client capability
 - evaluates results
- D. *Conducting a consulting assignment***
- defines the client needs
 - defines scope and risk
 - develops a proposal
 - confirms the assignment
 - manages the consulting assignment
 - concludes the assignment

E. Demonstrating interpersonal competencies

- demonstrates respect for client
- demonstrates critical skills
 - listening
 - oral communication
 - written communication
 - designing and delivering presentations
 - leadership
 - negotiation
 - coaching
 - teamwork
 - facilitation
 - conflict management
 - interviewing
- can work in an environment of diversity
- demonstrates flexibility

F. Demonstrating personal competencies

- exercises sound judgment
- works autonomously
- demonstrates analytical skills
- assimilates information quickly
- uses observational skills
- demonstrates research skills
- applies relevant methods, tools, techniques and technology
- demonstrates synthesizing skills
- demonstrates conceptual thinking/solution development abilities
- demonstrates problem solving skills
- demonstrates decision making skills
- stays focused
- manages time
- maintains self care and well being

G. Demonstrating ethical behaviour

- practices in compliance with Uniform Code of Professional Conduct

H. Demonstrating functional competence

- is recognized as an expert in own discipline, applying expertise in one or more industry sectors
- specialize in any one functional or sectoral area of practice
- has a functional specialty supported by
 - academic credentials from accredited institution
 - another professional designation
- demonstrates a holistic/systems view that recognizes the interconnected and interdependent nature of business
- recognizes the limits of his/her own competency by delegating and/or consulting with appropriate resource persons

I. Demonstrating management breadth

- understands business structures, processes, management and disciplines and impact on own area of work (including a basic understanding of the principles of business planning, human resources, operations, finance, marketing, and information technology)
- shows competence in managerial breadth
- has academic credentials from accredited institution(s)
- has another professional designation